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MANAGEMENT AUDIT REPORT

of

CITY PLANNING DEPARTMENT

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city planning Admin LA

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C. Erwin Piper
City Administrative Officer

June, 1976

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TABLE OF CONTENTS

	<u>Page</u>
INTRODUCTION	1
EVALUATION	3
RECOMMENDATIONS	5
AFFIRMATIVE ACTION	7
STATUS	10
Social Issues In Planning	10
Implementation Reports	12
General Plan Staffing	15
Land Use Division	15
Zoning Administration	19
Administrative Services	20
Management Information System	21

Table of Contents

1	Introduction
2	Chapter 1
3	Chapter 2
4	Chapter 3
5	Chapter 4
6	Chapter 5
7	Chapter 6
8	Chapter 7
9	Chapter 8
10	Chapter 9
11	Chapter 10
12	Chapter 11
13	Chapter 12
14	Chapter 13
15	Chapter 14
16	Chapter 15
17	Chapter 16
18	Chapter 17
19	Chapter 18
20	Chapter 19
21	Chapter 20
22	Chapter 21
23	Chapter 22
24	Chapter 23
25	Chapter 24
26	Chapter 25
27	Chapter 26
28	Chapter 27
29	Chapter 28
30	Chapter 29
31	Chapter 30
32	Chapter 31
33	Chapter 32
34	Chapter 33
35	Chapter 34
36	Chapter 35
37	Chapter 36
38	Chapter 37
39	Chapter 38
40	Chapter 39
41	Chapter 40
42	Chapter 41
43	Chapter 42
44	Chapter 43
45	Chapter 44
46	Chapter 45
47	Chapter 46
48	Chapter 47
49	Chapter 48
50	Chapter 49
51	Chapter 50
52	Chapter 51
53	Chapter 52
54	Chapter 53
55	Chapter 54
56	Chapter 55
57	Chapter 56
58	Chapter 57
59	Chapter 58
60	Chapter 59
61	Chapter 60
62	Chapter 61
63	Chapter 62
64	Chapter 63
65	Chapter 64
66	Chapter 65
67	Chapter 66
68	Chapter 67
69	Chapter 68
70	Chapter 69
71	Chapter 70
72	Chapter 71
73	Chapter 72
74	Chapter 73
75	Chapter 74
76	Chapter 75
77	Chapter 76
78	Chapter 77
79	Chapter 78
80	Chapter 79
81	Chapter 80
82	Chapter 81
83	Chapter 82
84	Chapter 83
85	Chapter 84
86	Chapter 85
87	Chapter 86
88	Chapter 87
89	Chapter 88
90	Chapter 89
91	Chapter 90
92	Chapter 91
93	Chapter 92
94	Chapter 93
95	Chapter 94
96	Chapter 95
97	Chapter 96
98	Chapter 97
99	Chapter 98
100	Chapter 99
101	Chapter 100

10-10-68
10-10-68
10-10-68

Introduction

The first purpose of this report is to provide a general overview of the project and its objectives. The second purpose is to provide a detailed description of the project's progress and results.

The third purpose is to provide a summary of the project's findings and conclusions.

The fourth purpose is to provide a list of references and a bibliography. The fifth purpose is to provide a list of appendices and a table of contents.

The sixth purpose is to provide a list of figures and a list of tables. The seventh purpose is to provide a list of footnotes and a list of references.

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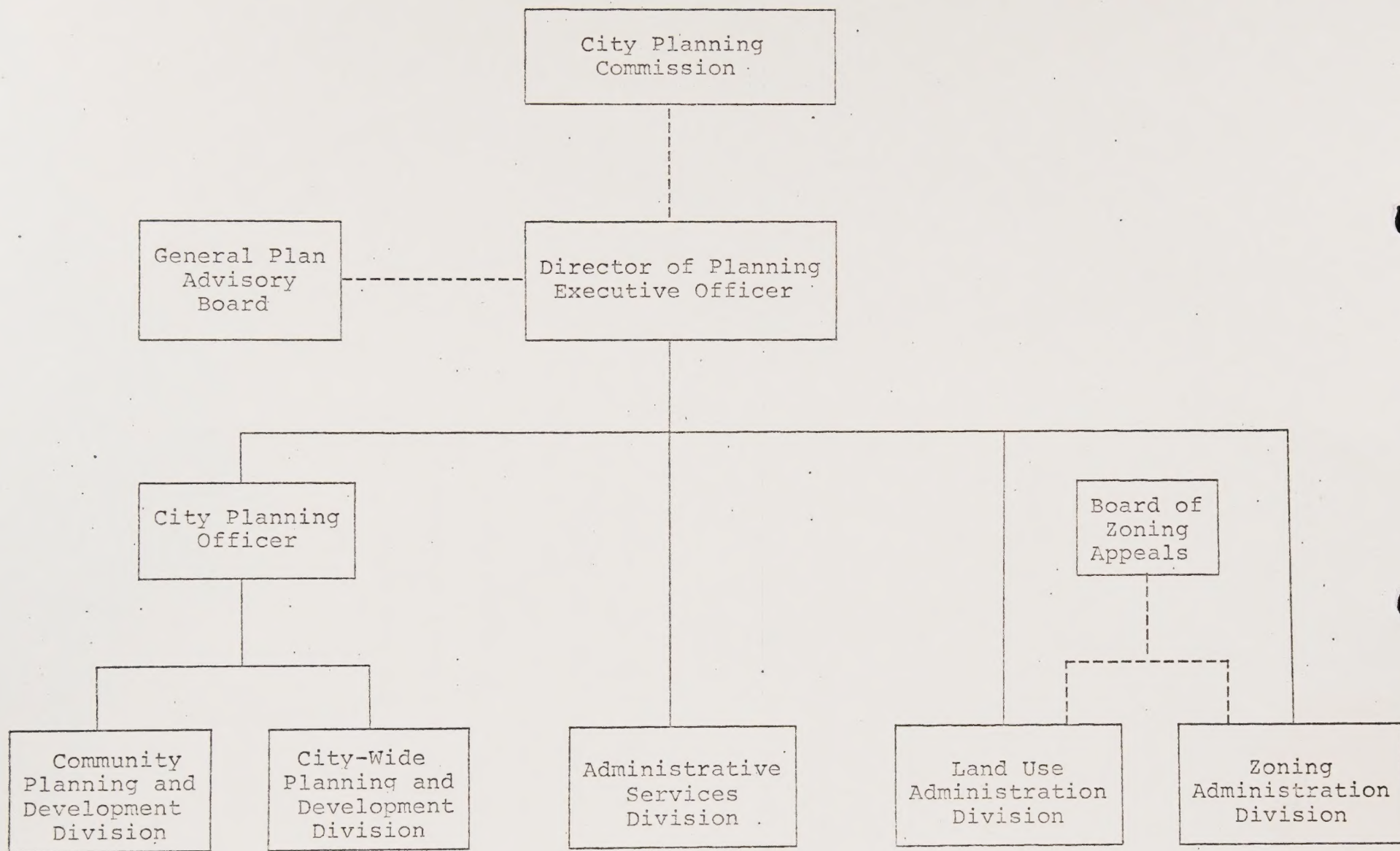
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INTRODUCTION

The City Planning Department is responsible for preparing and maintaining a General Plan which is a comprehensive declaration of purposes, policies, and programs for the development of the City.

The General Plan is composed of:

- Concept Los Angeles which is a statement of general policy and long-range objectives (beyond 20 years), within the context of the metropolitan region.
- City-Wide Plan which is a statement of the initial twenty year objectives and programs as envisioned by the Concept.
- City-Wide Elements which recommend program and facility improvements in major functional areas such as housing, open space, fire protection, libraries, highways and freeways. Some elements are required by City Charter or State law. Others are optional and may be developed upon approval by the City Council.
- Community Plans which deal with the unique problems and concerns of individual communities and include recommendations for future growth and improvements.

The Department is also responsible for regulating the use of privately-owned property through zoning regulations and approval of proposed subdivisions. The Department investigates and reports on applications for amendments to zoning regulations and approves or disapproves zone variance applications. The acquisition of land by the City for public use and the disposition of surplus land must be submitted to the Commission for report and recommendation.

Organization of the Department is shown on the accompanying organization chart.

The Department's 1975-76 Budget is \$4,358,244 and authorizes 229 regular full-time positions as follows:

Introduction

The first chapter discusses the importance of the study and the objectives of the research. It also provides a brief overview of the research methodology and the structure of the report.

The second chapter is devoted to:

the review of the literature. This chapter is a critical analysis of the existing literature on the topic. It identifies the strengths and weaknesses of the previous studies and highlights the gaps in the knowledge.

The third chapter is devoted to the description of the research methodology. It details the research design, the data collection methods, and the data analysis techniques.

The fourth chapter presents the results of the study. It includes the description of the sample, the presentation of the data, and the interpretation of the findings. The chapter also discusses the implications of the results for the theory and practice.

The fifth chapter discusses the conclusions of the study. It summarizes the main findings and provides recommendations for future research. It also discusses the limitations of the study and the potential for further research.

The sixth chapter is a summary of the entire report. It provides a brief overview of the research and its findings. It also includes a list of references and an appendix with additional data and information.

The seventh chapter is a list of references. It includes all the sources used in the study, including books, articles, and other documents.

The eighth chapter is an appendix. It contains additional data and information that are not included in the main text of the report.

<u>Program</u>	<u>Regular Positions</u>	<u>Budget</u>	<u>Percent</u>
General Plan	88	\$1,751,466	40%
Control of Land Development	87	1,712,857	39%
General Admin- istration and Support	<u>69</u>	<u>893,921</u>	<u>21%</u>
Total	244	\$4,358,244	100%

Directly related costs of \$1,432,520 are included in the budgets of other departments.

The Department is financed entirely by appropriations from the City's General Fund. The Department charges fees for some of its services which will yield an estimated \$452,200 to the General Fund during the 1975-76 fiscal year.

This is the third management audit of the City Planning Department. Previous audits were conducted in 1965 and 1973.

The audit report was reviewed by the Director of Planning. In those instances where he disagrees with the report, notations have been made. The report was also sent to the President of the City Planning Commission for his review, but his comments were not received prior to releasing the report.

Category	Value	Category	Value
Category 1	10,000,000	Category 2	20,000,000
Category 3	30,000,000	Category 4	40,000,000
Category 5	50,000,000	Category 6	60,000,000
Category 7	70,000,000	Category 8	80,000,000
Category 9	90,000,000	Category 10	100,000,000

Category 11: 110,000,000
Category 12: 120,000,000
Category 13: 130,000,000
Category 14: 140,000,000
Category 15: 150,000,000

Category 16: 160,000,000
Category 17: 170,000,000
Category 18: 180,000,000
Category 19: 190,000,000
Category 20: 200,000,000

Category 21: 210,000,000
Category 22: 220,000,000
Category 23: 230,000,000
Category 24: 240,000,000
Category 25: 250,000,000

Category 26: 260,000,000
Category 27: 270,000,000
Category 28: 280,000,000
Category 29: 290,000,000
Category 30: 300,000,000

EVALUATION

The Department has established numerical goals for its affirmative action program which appear reasonable in light of limited personnel turnover. The affirmative action program is adequate for achieving the numerical goals and the Department is aggressively carrying out that program.

The Administrative Services Division is well run and provides its services to the Department on a reasonably timely basis, with the exception of the Management Information System. Information from the System is very important to the operation of the Department, yet it is never available on a timely basis, is not very reliable, and is not in usable form. The Department is studying the System to make improvements.

The Printing and Binding Account of the City Planning Department is one of the largest in the City. Improved cost controls are needed to improve budgeting and ensure the effective expenditure of these funds.

Controversy has arisen over the inclusion of recommendations for social and economic improvement in community plans. This has delayed the completion of plans, and frustrated community groups participating in the process. A policy regarding the "social" content of future plans should be developed for approval by the Planning Commission, Mayor and Council.

Special study recommendations, included as part of official community plans for Council adoption, are incidental and should be submitted as separate reports with a full explanation of their purpose and scope.

As community plans and Citywide elements are completed, the Planning Department staff will concentrate more on short-range, specific proposals to implement adopted plan objectives. These "implementation reports" will likely impact the work of other City departments which have primary responsibility for on-going programs and capital improvements. The proposed format and content of implementation reports should be reviewed by the Mayor and Council before significant staff resources are expended, and each report should be developed with the full cooperation and input of other responsible City agencies.

As elements of the General Plan are nearing completion, staffing requirements for this activity should decline. Reductions should be considered through attrition and in connection with the budgetary process. (Note: The Director has indicated that he

"vigorously disagrees," noting that "The work of revising the plans every five years, preparing specific plans, preparing neighborhood plans, preparing implementation reports, working with Council offices and community groups, if anything, necessitates "more" staff, not a reduction!")

The Land Use Division has a backlog of work involving possible illegal lot splits. Personnel have been reassigned to help with this work. This Division works under strict legal deadlines and procedures and personnel are dedicated to fulfilling legal requirements.

A backlog of pending cases exists in the Office of Zoning Administration and is a long standing problem. Even though the backlog is less now than at the time of the previous audit, greater effort should be put forth to resolve these cases and to prevent any future backlog.

While zoning matters are processed in an orderly manner, a study should be conducted to determine if procedural or legal changes should be made in the processing of zone variances so that Zoning Administrators can more readily process applications.

Several complaints were received at the public counters over fees charged. "Excessive" fees may well result from inaccurate time reporting.

Departmental staff is no longer working on a complete revision of the Zoning Code. Some modifications to the Code are being prepared that are mandated by changes to the State Map Act.

Recommendations from the previous audit were reviewed and the Department has made satisfactory progress in implementation of most recommendations. However, several recommendations, not implemented to date, have been included again in this report.

RECOMMENDATIONS

It is recommended that the City Planning Commission:

1. Instruct the Director of Planning to develop a proposed policy relative to social/economic recommendations in community plans, giving consideration to separating such recommendations from what are basically long-range guides to land use control and public facility improvements. Once approved by the City Planning Commission, the proposed policy should be submitted to the Mayor and Council for approval.
2. Adopt a policy providing that all implementation reports released by the Department shall be developed in full cooperation with, and include the comments of the appropriate agencies responsible for follow-through.
3. Instruct the Planning Director to outline the proposed format and content of implementation reports and to submit his proposal to the Commission, City Council, and Mayor for their approval.
4. Instruct the Planning Director to study the cost to certify that a particular lot split being questioned was a legal one and recommend an appropriate fee to the City Council.

It is further recommended that the Director of Planning:

5. Develop a plan for staff reductions made possible by the near completion of long-range community plans and City-wide elements of the General Plan. (Note: The Director disagrees.)
6.
 - a. Make minor modifications necessary to streamline the Management Information System.
 - b. Develop the required documentation to establish the System as an ongoing program.
 - c. Request the City Administrative Officer to audit the System.
7. Develop cost information and controls on publications to improve budgeting and ensure the effective expenditure of printing and binding funds.
8. Assign to the Administrative Services Division, in connection with the annual review of fees, the responsibility for analyzing cost data to identify high costs that might be due to unnecessary or inefficient procedures, inaccurate time-

reporting, or improper allocation of overhead; and for recommending changes.

9. Instruct the Chief Zoning Administrator to study the requirements of Charter Section 98 (2)(b) to determine if procedural or legal changes should be made.
10.
 - a. Instruct the Chief Zoning Administrator to review all old zoning cases for proper resolution.
 - b. Recommend an amendment to the Municipal Code to provide that all cases taken under submission by Zoning Administrators be acted upon or otherwise finally resolved at some fixed future time.
11. Discontinue making recommendations for future special studies as a part of community plans submitted for Council adoption. (Note: The Director disagrees.)

Note: Implementation of these recommendations can be made with existing staff, so no additional cost is contemplated. If a fee is set in accordance with Recommendation No. 4, an increase in revenue would result which would reimburse the City for its costs in providing the certification. Implementation of Recommendation No. 5 will result in substantial savings, depending upon the number and level of positions deleted.

AFFIRMATIVE ACTION

The City Planning Department work force is divided into six occupational categories with distribution of employees as of March 31, 1976, as follows: official/administrator 4, professional 139, technician 32, paraprofessional 1, office/clerical 57, and skilled craft 1.

The Personnel Department audit of the City Planning Department's Affirmative Action Program in February, 1976, indicated that the Department had not met its 1975-76 quantitative goals in the hiring of Asians in the official/administrator category, or the hiring of women in the professional category.

When the City Planning Department Affirmative Action Program was reviewed by the Personnel Department in October, 1975, the Department was underrepresented in the employment of Blacks, Spanish-Surnamed, and Women in most of the occupational categories. (See the accompanying Quantitative Goals Chart.) Employment goals are based on progress each department believes it can realistically make annually, under the merit system, toward parity with the City civilian labor force which is: Blacks - 15.8%, Spanish-Surnamed - 16.3%, Asians - 4.8%, American Indians - 0.3%, and Women - 40.5%.

To increase the representation of Blacks, Spanish-Surnamed, and Women in its professional category, the Department plans to contact several planning and urban affairs schools and notify them of the next Planning Assistant examination.

The Department appears to be aggressive in its affirmative action program which is designed to achieve its numerical goals. Significant program features include: active participation in outreach recruitment for minorities and females, establishment of an affirmative action committee to review the Department's program and policies and make appropriate recommendations, establishment of a Student Professional Worker program, and establishment of a line of promotion from clerical to Planning Aide, then to Planning Assistant and higher professional classes.

The Department plans to take steps which will ultimately correct underrepresentation in the professional classes by employing Planning Aides. One reallocation and several substitute authorities for Planning Aides have been included in the 1976-77 Proposed Budget.

The Department will complete a study of all classes in the planning series from Planning Aide to Chief Zoning Administrator and present recommendations to the Personnel Department and the Civil Service Commission. The study will address, among other issues, the

necessity for upward mobility from the clerical and technical classes and the need to provide an effective means to recruit professional planners from outside City service. (Note: The Director points out that recent reductions in staff will make it more difficult to achieve affirmative action goals.)

The Department has included technical and senior clerical employees in the Planning Assistant orientation program as part of the training for Planning Aide positions. The orientation program consists of a series of sessions with speakers from each division in the Department to provide information on the work of each division.

An active upward mobility training program will be undertaken with Department clerical employees immediately following the scheduling by the Personnel Department of the "Assessing Your Potential" class. Training programs are expected to begin in July, 1976.

The Department is continuing the Student Professional Worker program. These students will qualify for the Planning Assistant examination when they have obtained their college degree. Some are already qualified and are working on advanced degrees.

All interviewing from eligible lists is being monitored by the Equal Employment Opportunity Coordinator to ensure that supervisors are aware of the Department's Affirmative Action timetables. Also, supervisors responsible for interviewing eligibles will be sent to the Personnel Department's Certification Interview Training Program.

The Department will continue to utilize the Affirmative Action Advisory Committee as an integral part of the Department's Affirmative Action Program. The Committee will review all elements of the Department's program and will undertake an intensive investigation of Department practices. The Committee will continue its weekly meetings.

The Department will provide staff orientation sessions in affirmative action to employees below the supervisory level. The Department will provide training for all supervisorial employees by June, 1976.

The Equal Employment Opportunity Coordinator and the Affirmative Action Advisory Committee plan to issue a monthly newsletter on affirmative action matters.

The Department will review and revise its Disciplinary Policy to comply with the Skelly Decision which requires increased due process involving notice, hearing, and appeal for termination and suspension actions.

QUANTITATIVE GOALS CHART

Occupational Category	Distribution of Employees as of 6-30-75		Distribution of Employees as of 3-31-75		Goals For 1975-76	
	No.	%	No.	%	No.	%
OFFICIALS/ADMIN	4		4		4	
Blacks	0	0	0	0	0	0
Spanish-Surnamed	0	0	0	0	0	0
Asian Americans	0	0	0	0	1	25.0
American Indians	0	0	0	0	0	0
Women	0	0	0	0	0	0
PROFESSIONAL	138		139		138	
Blacks	13	9.6	13	9.4	12	8.6
Spanish-Surnamed	8	5.8	10	7.2	9	6.6
Asian Americans	15	10.9	15	10.8	NA	
American Indians	0	0	0	0	NA	
Women	19	13.9	19	13.6	26	20.8
TECHNICIAN	33		32			
Blacks	6	18.2	6	18.8	NA	
Spanish-Surnamed	4	12.1	4	12.5	NA	
Asian Americans	3	9.1	3	9.4	NA	
American Indians	0	0	1	3.1	NA	
Women	3	9.1	4	12.5	5	19.1
PROFESSIONAL	5		1		NA	
Blacks	2	40.0	0	0	NA	
Spanish-Surnamed	1	20.0	0	0	NA	
Asian Americans	1	20.0	0	0	NA	
American Indians	0	60.0	0	0	NA	
Women	3	60.0	0	0	NA	
OFFICE/CLERICAL	58		57			
Blacks	22	37.9	19	33.0	NA	
Spanish-Surnamed	8	13.8	8	14.0	8	13.8
Asian Americans	6	10.3	7	13.0	NA	
American Indians	8	0	0	0	NA	
Women	47	81.0	48	84.0	NA	
SKILLED CRAFT	1		1		NA	
Blacks	0	0	0	0	NA	
Spanish-Surnamed	0	0	0	0	NA	
Asian Americans	1	100.0	1	100.0	NA	
American Indians	0	0	0	0	NA	
Women	0	0	0	0	NA	

STATUS

Social Issues In Planning

The concept of urban planning has expanded in recent years beyond its traditional role as a guide for physical development and land use. Professional planning literature since the mid 1960's has stressed the close relationship of physical development to the social environment of communities. College and university curricula for urban planning include courses which explore the impact of social factors in the planning process. A 1975 study by the League of California Cities recommended that a "social element" be included as part of the overall planning process to provide direction for city efforts to improve the "social responsiveness" of traditional city activities such as land use planning, public safety, public works and transportation. In February, 1976, the Southern California Association of Governments (SCAG) scheduled a workshop for local planning officials to deal with approaches to preparing a "social element" as part of a general plan.

In May, 1969, a Charter amendment was approved which broadened the scope of the General Plan to include "a comprehensive declaration of purposes, policies and programs for the development of the City." Prior to that time, the Charter had limited planning to the physical aspects of growth and change.

Considerable controversy has arisen regarding the propriety of adding recommendations for social and economic improvement to what has traditionally been a land use and public facilities plan. The Chairman of the Council Planning Committee recently noted that plans submitted for Council adoption "have grown in size, grown in content, have become more complex, more extensive, more complicated, and drifted further and further away from the concept of land use planning as the major purpose of a community plan."

The basic objections to recommending social programs in community plans appear to be:

1. Recommendations should not commit the City to programs which it is unable to fulfill or which are so "far-fetched" that they may be nearly impossible to implement. Even though adopted by Council, the implementation of recommendations may be outside City jurisdiction or beyond available resources. In either case, community residents lose confidence in the City's ability to follow-through on commitments.

2. Programs which have potential applicability on a City-wide basis such as property tax relief for low income homeowners and health and child care centers should not be submitted to the Council in "shot-gun" fashion as part of several community plans. Such recommendations should result from a separate, in-depth analysis of the problem City-wide. If other governmental jurisdictions are involved, such as the County for health and welfare programs, or if legislation is required as would be the case for a change in property tax laws, recommendations should be submitted through appropriate Council and other committees for their review and approval.

The thrust of these arguments apparently aims at making community plans more realistically achievable within the City's jurisdiction and available resources.

The Planning Commission has insisted and encouraged consideration of social/economic problems and recommendations, as in the recent case of the Arleta-Lake View Terrace - Pacoima Plan. At the time of the audit, the Council Planning Committee had taken action to restrict it to traditional land use planning. The resulting confusion has delayed the completion of plans, required considerable staff time for extensive revisions and continued hearings, and perhaps most importantly, frustrated community groups participating in the process.

A policy decision is necessary to give direction for future work on community plans. Several factors should be considered:

- Planners cannot overlook the social and economic environment within which recommendations for physical improvements are made, or to ignore the concerns of community residents regarding social/economic needs.
- Short-range (5 year) program recommendations to meet social and economic objectives should not be part of what is basically a long-range (20 year) guide for land use control and public facility improvements. Action proposals to improve the general health and welfare are more immediate, and will have more impact if they result from an in-depth study and documentation of need aimed directly at the government agency responsible for implementation. Presently, some of the "social" type recommendations appear to be tacked on to community plans with little supporting data or direction.
- Perhaps a new "social element" to the General Plan should be authorized as a vehicle for expressing recommendations on social/economic issues which are possibly common to a number of communities, and as an alternative to confusing such

issues with the long-range physical aspects of a community plan.

- Plan recommendations submitted for Council adoption should clearly specify the City's role in assuring their implementation. Where the City is limited to acting as an advocate in mobilizing action on the part of other jurisdictions, such a role should be fully explained. See Recommendation No. 1.

Special Studies

Community plans submitted for Council adoption frequently note areas of concern for additional special study. Once the plans are adopted, Planning staff may be assigned to conduct these special studies without further advising the Council of their scope or estimated cost. This work may well involve considerable staff time and have a significant impact upon the Department's work programs.

Special study recommendations are incidental to plan proposals for land use control and public facility improvements, which are the focus of Council action. As such, they should be separated from the official plan and submitted as part of a separate report describing the purpose and scope of each study. See Recommendation No. 11. In accordance with recent Council action, where the cost of such studies is estimated to exceed \$5,000, specific prior Council approval must be obtained.

Implementation Reports

The Charter provides that "The City Planning Commission shall make such reports and recommendations to the Council and to other governmental officers or agencies as may be necessary to secure adherence to and systematic implementation of the General Plan, and may publish and distribute reports relating thereto." The Planning Commission has expressed a strong interest in implementation reports, not only because of its Charter responsibility, but because the members would like to see more accomplished with the many plans that have been produced.

Department management is organizing an approach to developing short-range (5 year) action plans and specific proposals for implementing recommendations adopted in the community and City-wide elements of the General Plan. Several such reports are expected

to be completed in the 1976-77 Fiscal Year, but the format and content of these reports had not yet been finalized at the time of the audit. The Director of Planning has indicated that implementation reports will likely include:

- The estimated cost of implementing program recommendations.
- Possible sources of funding.
- Project priorities.
- Agencies responsible for implementation.
- Legislative recommendations.
- Anticipated benefits expected from the implementation of program recommendations.

Because of the potential impact that implementation reports will have on the activities of other City departments, it is important to determine rather precisely the degree to which the Planning Department should be involved with the details, priorities, and financing of projects outside its own jurisdiction. Certainly the Department should evaluate City programs with respect to their conformance with adopted elements of the General Plan. The Director of Planning, as a member of the Technical Committee for Capital Programming, makes direct input to the scheduling of public improvements under City jurisdiction. In this way, the Department staff can work in concert with other departments and provide insights needed to relate capital projects to the broad goals of community development. Planning staff should also consult with representatives of other departments and jurisdictions regarding issues of concern to the City as expressed in adopted community plans.

Beyond this role as consultant, the Department should not develop separate reports on project priorities and financing unless the full cooperation and input of the agencies responsible for implementation is first obtained. These other agencies must consider financing restrictions and numerous other contingencies which impact their ability to implement plan recommendations. Proposals to the Mayor and Council from the Planning Department should be realistic in terms of what other departments can actually accomplish. See Recommendation No. 2.

Before proceeding with the development of implementation reports scheduled for the 1976-77 Fiscal Year, the City Council should be advised as to the proposed content and format of such reports in order to clarify the intentions of the Department before expending considerable staff resources. See Recommendation No. 3.

Community plans have recommended legislative action to aid in implementing basic plan objectives. Proposals frequently have included:

- Strengthening controls on billboards and other commercial signs.
- Tax relief for privately-owned land planned for conservation and open space uses.
- Tax relief for property owners making improvements on their property.
- Establishment of buffer zones to separate residential areas from industrial lands and freeways.

The Council Planning Committee recently instructed the Department to delete recommended legislative programs from future community plans. The Committee indicated that legislative items of significance should not be submitted for Council approval merely within the context of a plan, but should be considered separately, based upon thorough analysis and after review by the Committee on Proposed Legislation. Many of the legislative recommendations appear to be incorporated without significant consideration of their potential impact on City revenue or particular need in the community being studied.

The fulfillment of plan objectives relative to land use and density control is clearly within the purview of the Planning Department and will likely be given considerable emphasis in implementation reports. Reports should present a practical means of fulfilling plan objectives and an analysis of the expected consequences. For example, several community plans provide for zoning roll-backs to preserve low density single-family residential areas. The feasibility of re-zoning as a method of channelling growth, guiding changes, and protecting single-family areas should be discussed. Roll-backs should be carefully planned to assure that property owners in different communities are given equitable treatment. The impact on construction activity, rental costs, availability of low income housing, property values, and tax revenue should also be thoroughly evaluated.

General Plan Staffing

The long-range community plans and City-wide elements of the General Plan are nearly complete. All State-mandated elements have been adopted except Housing and Scenic Highways, which are now in the review process. More than half of the community plans have been adopted, and preliminary plans are complete for all of the remaining communities. (See the accompanying status charts for community plans and City-wide elements.) The staff has begun to up-date and revise some of the older plans and elements in accordance with Commission policy which subjects plans to review five years after they are adopted.

It is apparent that the Department will experience a reduced work load over the next several years as the General Plan is completed. A portion of the staff must be retained to revise and up-date plans and develop implementation reports, but the staffing requirement for these activities should be less than it has been over the past decade during which the plans were developed. Possible staff reductions should be considered through attrition and in the budgetary process. See Recommendation No. 5. (Note: The Director disagrees.)

Land Use Division

This Division consists of three sections: Zone Hearings and Zone Plans, Division of Land, and Environmental Review and is supervised by a Principal City Planner. The Division is well organized and managed.

The Zone Hearings and Zone Plans Section is responsible for conducting investigations into requests for zone deviations and for holding public hearings on these matters prior to consideration by the Planning Commission. After the public hearing, a report is submitted to the Commission for its action. These reports contain considerable detailed information. Staff has recently revised the format and is now submitting shorter reports.

In those instances where the Commission's Chief Hearing Examiner disagrees with the findings and recommendations of the Hearing Examiner, he submits an additional report so that the Board has benefit of both opinions. The reports are of professional quality and supply the Commission with adequate information upon which to base its determination.

STATUS OF COMMUNITY PLANS

April, 1976

COMMUNITY	Preliminary Plans	Public	G.P.A.B.	Planning Commission	Mayor	Council Planning Committee	City Council	(4) Adopted
San Pedro								3-13-62 ⁽¹⁾
Sunland-Tujunga-Lake View								12-09-68 ⁽¹⁾
Terrace-Shadow Hills								10-14-70 ⁽¹⁾
Venice								11-17-70
Wilmington-Harbor City								1-13-71
Verdugo Mountains ⁽³⁾								7-25-72
Westwood								9-15-72
Canoga Park-Winnetka-								9-25-73
Woodland Hills								3-21-74
Hollywood								3-25-74
West Los Angeles								5-02-74
Chatsworth-Porter Ranch								6-13-74
Central City								7-01-74
Westchester-Playa del Rey								7-25-74
Reseda-West Van Nuys								9-18-74
Sylmar								11-07-74
Westlake								11-21-74
Sherman Oaks-Studio City-								2-11-75
Toluca Lake								3-11-75
Granada Hills-Knollwood								4-10-75
Northridge								3-10-76
North Hollywood								
Mission Hills-Panorama								
City-Sepulveda								
Palms-Mar Vista Del Rey							(2)	
Encino-Tarzana								
Wilshire								
Pacoima								
West Adams-Baldwin Hills-								
Leimert								
Northeast Los Angeles								
Torrance-Gardena								
Sun Valley								
Brentwood-Pacific Palisades								
Beverly Crest-Bel Air								
Van Nuys-North Sherman Oaks								
Southeast Los Angeles								
Silverlake-Echo Park								
Boyle Heights								
South Central Los Angeles								
North & East Central City								

(1) Revision in process.

(2) Resubmitted for approval by Planning Commission and Mayor.

(3) Boundaries to be redrawn so that area is absorbed in other Community Plans.

(4) Commission policy is to up-date plans every 5 years.

STATUS OF CITYWIDE ELEMENTS

April, 1976

ELEMENT	Staff	G.P.A.B.	Public	Planning Commission	Mayor	Council Planning Committee	City Council	(5) Adopted
Concept Los Angeles								4-03-74
Citywide Plan								4-03-74
Circulation Highways & Freeways (1)								11-20-59
Circulation - Harbor								11-12-70
Conservation (1)								12-20-73
Noise (1)								9-19-75
Open Space (1)								6-29-73
Safety (1)								9-19-75
Seismic Safety (1)								9-10-75
Cultural & Historical Monuments								1-23-69
City-Collected Refuse Disposal (2)								1-05-72
City-Owned Power Trans. R/W (2)								1-02-69 (3)
Dainage (2)								9-19-68
Fire Protection (2)								4-04-72 (3)
Interim Public Recreation (2)								4-22-69 (3)
Major Equestrian & Hiking Trails (2)								12-31-68 (3)
Power Systems (2)								12-31-68
Public Libraries (2)								11-04-68
Public Schools (2)								11-04-68 (3)
Sewerage (2)								11-26-68 (3)
Water Systems (2)								1-14-69
Police (2)								
Housing (1)								
Scenic Highways (1)								
Bikeway Systems								
Public Transportation (Circulation)								
Human Resources								
Service Facilities								
(1) Land Use Element - Included within land use portion of Community Plans.								
(1) State mandated-Government Code Sec. 65302. (2) Service Systems Element - Charter Sec. 96.5(2)(c). (3) Revision in process. (4) Assigned to Chief Legislative Analyst 1-13-76. (5) Commission policy as State law requires periodic review or revision.								

This Section also provides staff services to the City Planning Commission and to the Board of Zoning Appeals when an appeal is being taken from a determination of a Zoning Administrator.

Overall, the Section is well administered and its work accomplished on time to meet legal deadlines. Files and records were reviewed and found to be adequate.

The Division of Land Section is responsible for processing subdivision requests and parcel maps. An applicant is required to follow the subdivision procedure whenever five or more parcels of land are involved. If there is less than five, an applicant may use the parcel map procedure. The subdivision procedure is considered more complex, but fees are basically the same. Public hearings are held on both matters and input is received from other City departments. Public hearings are handled efficiently, and the public has ample opportunity to present both sides of the matter being considered.

This Section has a backlog of approximately 3,000 parcels of land where a violation of law may have occurred in that land may have been split illegally. The City now is mandated by State law to file a notice with the County Recorder whenever it has knowledge of such a violation. A detailed review of these 3,000 cases must be made if the City is to comply with the law. This process is time consuming. The Department has transferred one employee to this Section to work on the most current cases. Little headway will be made on the backlog unless additional staff is provided. Inasmuch as the City is the final authority in such matters, requests to ascertain the status of these parcels are directed to the Planning Department. Because of liability, title companies will no longer issue a policy of title insurance unless the City will provide proof that the lot split in question was a legal one. Inasmuch as this is a specialized service, the City should institute a fee. See Recommendation No. 4.

The Environmental Review Section is responsible for accepting and reviewing environmental impact reports for private projects or granting a negative declaration. The City Administrative Officer recently prepared a detailed report to the Planning Committee of the City Council on the activities of this Section, therefore, no further comments will be included in this report.

The Printing and Binding Account of the City Planning Department is one of the largest in the City. The Department has established some controls on publications, but improved cost controls are needed to improve budgeting and ensure the effective expenditure of these funds. See Recommendation No. 7.

Management Information System

The Department's Management Information System was developed as a result of recommendations made in the City Administrative Officer's Management Audit of June, 1965. That report recommended the establishment of administrative control over work of the Department so that resources are properly allocated, unnecessary work is not done, authorized work is completed on a timely basis, and the Director is apprised of overall status of the work and of the quality and quantity of work output. The Director is kept informed on specific projects, by periodic reports made on project status. The objectives of the Management Information System were to improve communications within the Department, control the work effort of the Department, and ensure that available manpower would be used most effectively.

The Director of Planning obtained the assistance of the City Administrative Officer in developing a manual management information system after the Audit of 1965. Subsequently, the Planning Department developed a computer-based program for the system. It is this computerized system that the Planning Department should rely upon for various management information reports, work status, personnel utilization, and cost information. Although this information is extremely important to the operation of the Department, it is never available on a timely basis, nor is it reliable. It seldom is usable without further manual manipulation and is in such great bulk as to be unwieldy. The Department has recognized the weaknesses of the System and in accordance with a recommendation in the City Administrative Officer's Management Audit of September, 1973, has created a Departmental committee to study the matter and recommend improvement. The objectives of the committee are to streamline the existing System and make it more usable. However, at some time in the future, it may be necessary to make major modifications and re-program the entire System. See Recommendation No. 6a.

The System has never been fully documented and is, therefore, still on "quasi" production. This means that a Planning Department employee must be present to run the program in the computer center. This is expensive, slow, and disruptive of the computer center operations. See Recommendation No. 6b.

To obtain assistance for the evaluation and improvement of the system, the Director of Planning should request the City Administrative Officer to audit the System. See Recommendation No. 6c.

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